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ABSTRACT

This book was designed to help managers and employees to decipher the two crucial elements in work design and human resource planning: the role network that surrounds every position and the key stakeholders whose expectations define the essence of the job. It provides a structured process for analyzing one's own job as well as the jobs of subordinates and peers. The process is intended to help executives, managers and employees track how roles in their organizations are changing and communicate these changes to future job holders as well as adapt to changing roles in a turbulent environment. The first two chapters of the nine-chapter book provide an overview of job and role analysis and planning. The remaining seven chapters offer a step-by-step process that explores how to do the following: inventory current job and roles; identify changes in the environment; assess environmental impacts on stakeholder expectations; determine the impact on job and roles; redefine job requirements; extend the strategic job and role planning activity; and understand why job and role planning is critical to the future. Contains an index and 22 references. (KC)

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